



U.S. General Services Administration

A photograph of a large, multi-story, classical-style building with a flagpole on the roof. The building is surrounded by green trees and a blue sky with white clouds. The text is overlaid on the left side of the image.

PBS Customer Forum Navigating the New Workplace

Solution Successes

June 10, 1:30PM ET

Welcome!

Our Speakers



Maria Torres,
Leveraging Occupancy
Data



Tammy Eatough,
Lease Cost
Avoidance



Ryan Doerfler,
Workplace Strategy
Research



Jonathan McIntyre,
Law Enforcement
Community of Practice



Matthew Gerke,
FIT Program



**Seyi (Shay)
Gbadegesin,**
Session Moderator



Federal Law Enforcement Community of Practice (LE CoP)

PBS Customer Forum – June 10, 2021
Jonathan McIntyre, LE CoP Membership Lead

Law Enforcement Community of Practice



WHY A COMMUNITY OF PRACTICE?

Our community of practice establishes a federal network to share best practices and innovations and explores common challenges and solutions across law enforcement agencies.

As a community, we are:

- Participating in forums and teams, building partnerships and together, developing solutions to key issues
- Collecting and sharing tools, methods, and best practices available now that support law enforcement, including their pros and cons
- Enhancing existing tools, operations and standard operating procedures
- Combining efforts to make a more persuasive argument for accommodating specific needs across the federal law enforcement community



WHO IS PART OF THIS COMMUNITY?

Our Community stretches across multiple sectors, bringing diverse perspectives and experiences into our practice. Current LE CoP members partner with other federal, state, regional and local governments, along with subject matter experts. **Here are just a few of the agencies represented in of our community:**

- | | | |
|--------------|--------------|------------|
| •ATF | •DHS ICE/HIS | •HHS |
| •DHS | •DOJ | •HHS FLECT |
| •DHS CBP | •DOJ DEA | •HHS OIG |
| •DHS ICE | •DOJ FBI | •USBR |
| •DHS ICE/ERO | •DOJ USMS | •USCG |
| •DHS TSA | •DOS | •USPIS |
| •DHS USSS | •DOS DS/EX | |



MEMBERSHIP

Any federal employee working in or with federal agencies with law enforcement operations and missions are invited to join LE CoP. If you are interested, please email us your contact information, including name, title, organization, to le_cop@gsa.gov. We will add you to our membership list and event communications. Below is our 2021 calendar of events.

GSA Law Enforcement Community of Practice

2021 Calendar of Events

GSA's Law Enforcement Community of Practice (LE CoP) is a network to share best practices and innovative ideas and to explore solutions to common challenges. The community identified Focus Areas by which members will align collaborate around opportunities to align around commonalities, best practices, and advance overall quality and effectiveness. These Focus Areas include:

- Sharing Space Across LE Components
- Furniture & Technology
- Rapid Response
- Fleet Space

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

Focus Area Meetings



Quarterly Meetings



Check-in Meeting



Half Day Session



Check-in Meeting



Full Day Session

Specialty Meetings



LE CoP Enrichment Series:
Shared Lessons from 2020



LE CoP Enrichment Series:
ICE Design Guideline Supplement



LE CoP Enrichment Series:
Topic TBD



LE CoP Enrichment Series:
Topic TBD

Communications



December Update:
LE CoP Reboot



Quarterly Update



Quarterly Update



Quarterly Update



Quarterly Update

- **Sharing Space
Across LE Components**
Lead: Vincent Carter, DHS CBP
- **Rapid Response**
Lead: Chuck Hardy, GSA
- **Furniture & Technology**
Lead: Alford Thurmond, DOJ FBI
- **Fleet Space**
Lead: Sara Clark, DHS ICE

June 16th
KICK-OFF

➤ Indoor Firing Ranges Task Force

Lead: *TBD*

Participants: *(To Date)*

DHS

DSH HQ

ICE

DOJ

DOJ HQ

ATF

FBI

DEA

USMS

DOS

DS/EX

Office of Director Management Services

GSA

2021 LE CoP Events

LE CoP 2021 EVENTS

- ✓ **January 21st - LE CoP Quarterly**
Kick-Off/Re-Start
- ✓ **February 18th - LE CoP Enrichment Series:**
2020 in Review
- ✓ **April 22nd – LE CoP Quarterly**
- ✓ **May 20th – LE CoP Enrichment Series:**
ICE Workplace Transformation Initiative &
Design Guide Supplement
- **June 16th – Indoor Firing Ranges Task Force**
Kick-Off
- **July 22nd – LE CoP Quarterly**
- **August 19th – LE CoP Enrichment Series:**
DHS Field Efficiencies
- **October (TBD) – LE CoP Annual Session**
- **November (TBD) – LE CoP Enrichment Series**
Topic TBD

Membership



Interested in learning more
and/or joining the LE CoP?

Send your request to:

le_cop@gsa.gov



Questions?

Maria Torres

Leveraging Occupancy Data

2015 - Reduce the Footprint

Federal agencies reduce real property through the Reduce the Footprint Initiative by focusing on buildings with persistent vacancy or high utilization rates

2019 - GSA HQ Transformation Completion

Over \$38M in annual rent savings
Using desk sharing ratio, achieved 100 UR rate and over 40% space reduction, consolidating 2 owned 6 leased locations in DC metro area

2018 - Value of Occupancy Data

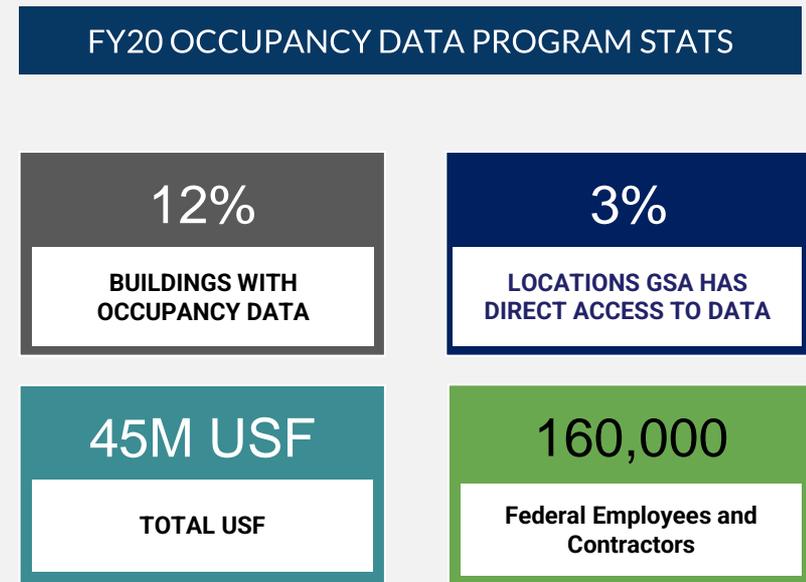
GSA evolves from RTF to right-sizing with an emphasis on office space

2020 - Occupancy Data for Rightsizing

Kicked off data gathering with 7 partnering agencies, in targeted occupancies to support agencies in the right type and amount of space, at the right cost.

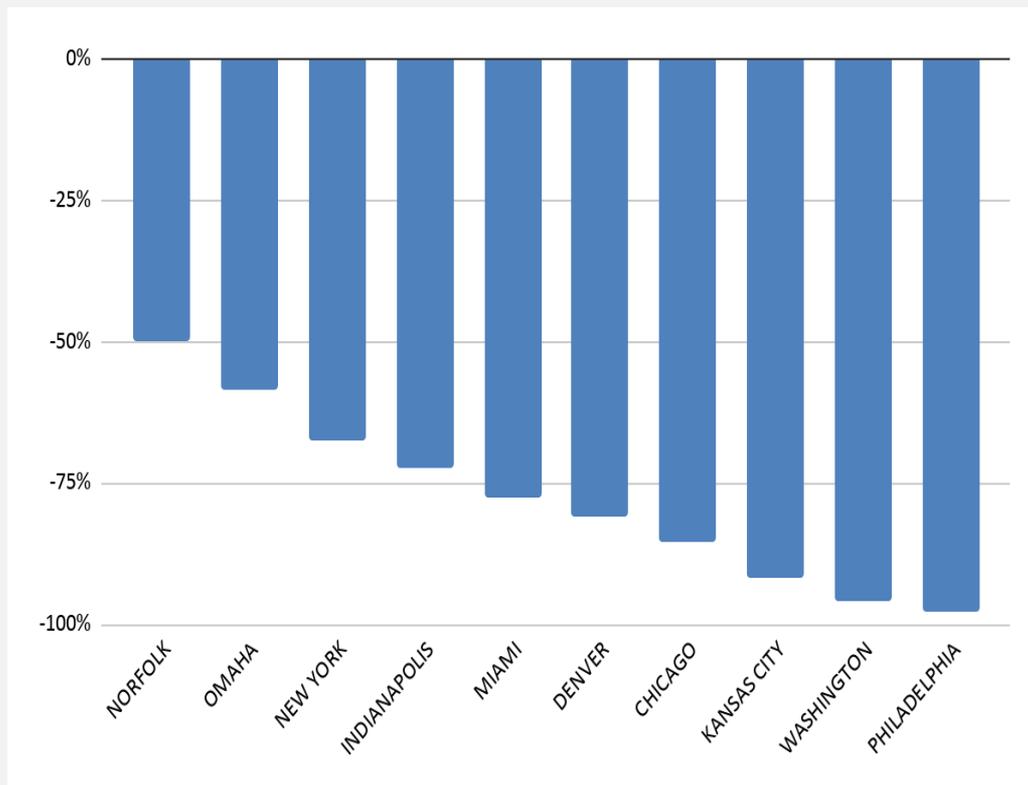
Leveraging Occupancy Data Portfolio Optimization

- Data Driven Decisions to Reduce Cost and Improve Operations
 - In FY20, PBS leveraged several technologies and partnered with customers to gain better understanding of occupancy at **over 1,000 facilities**.
 - By FY20, GSA had direct access to daily occupancy in **3%** of buildings
- Footprint Optimization Strategy
 - Insight into Space Utilization
 - Key data for Footprint Optimization
 - ID cost savings towards Lease Termination Strategies
- Data show that there is opportunity to downsize between **20 and 50%**.



Pre/Post Covid Trends

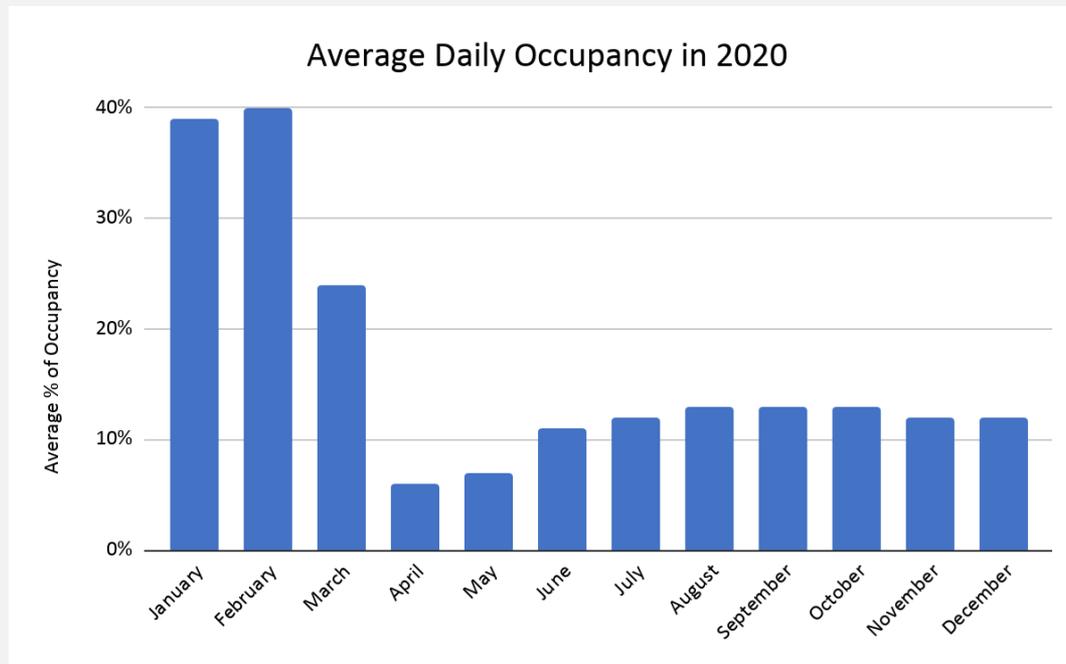
% Change in Daily Occupancy Rates Before and After COVID-19 in Major Markets**



*Data based on sample population of 25 GSA buildings across US Markets, graphic limited to 10 buildings in major markets. Pre-COVID-19 rates from July 2019 - Feb. 2020. Post-COVID-19 and Current rates from April - EFY20. Figures are rounded.

- Pre-COVID: Trends already present
 - Federal Daily Occupancy Data & Industry Research
 - Only 60-75% of building occupants reported to the office on an average day, due to telework, travel, and leave.
 - As telework increased in 2020, daily occupancy declined down to 15%, on average*
 - Utilization Rate (UR) data trending higher
 - **UR: Increase** from 350 SF per person to 1,050 SF per person (6X the goal)
 - **Annual Cost for Space PP: Increase** from \$15K to \$55K per person
 - Post-COVID: Workplace 2030
 - Expanded telework
 - Dynamic physical workplace

Individual Building Analysis: Federal Building, New York City, NY



- This New York City federal building exemplifies the change in occupancy patterns prior to and during the COVID-19 pandemic in a large, metropolitan multi-tenant building.
- Occupancy rate decreased by about 85% between February 2020 and April 2020
- Since building reopening, occupancy has returned to about 30% of pre-COVID-19 levels

Comparison of Mechanisms for Measuring Daily Occupancy-GSA Study

	Sensors (Common Area)	Badging (Turnstiles)	Cellular Location Data	WiFi Network Data (Existing Tech)	Self Reported
Accuracy (current capability)	Highest	Very High	Med-High	Medium	Varies
Real Time Data (current capability)	*				
Supports Building Automation Systems	*				
Continued access to updated data	*	*	*	*	
Customer Agency Occupancy Counts	*	*	*		*
Multi-Tenant Building Occupancy Counts	*	*			*
Delineates Employees from Guests		*	*		*
Does Not Require Tenant Approval to Implement	*		*		
No additional hardware required			*	*	*
Historic Data			*	*	*
Additional Cost to Implement	\$\$-\$\$\$\$	\$\$\$	\$-\$\$	None	None

Occupancy Data for Health & Safety

The post-COVID environment requires balancing space optimization with social distancing needs, for tenant safety.

However, environmental/safety benefits are anticipated beyond pandemic specific needs.



Tammy Eatough

Lease Cost Avoidance

The PBS Lease Cost Avoidance program is an integrated initiative to achieve savings from lease transactions.

<https://insite.gsa.gov/services-and-offices/public-buildings-service/leasing/pbs-lease-cost-avoidance?term=Lease%20Cost%20Avoidance>





Lease Cost Avoidance

- Began in 2017 as a 210,000 RSF new lease. VHA is currently in 3 delegated leases expiring 2/2023 to 4/2023.
- May 2020 GSA/VHA revised the requirement downward to 109,245 RSF due to VHA expediting implementation of more robust telework policies as a result of their COVID experience.
- Downsizing resulted in VHA/HAC agreeing to relocate permanently to the Denver Federal Center. The interim lease was planned for six to ten years to allow for funding of federal construction.

Lease Cost Avoidance - Example

	Rentable SF	Lease Term	Total Contract
Delegated VHA/HAC Lease	186,758	15 Year	\$87,343,605
GSA Lease	114,360	15 Year	\$68,616,000
LCA - Savings		15 Year	\$18,727,605

Lease Cost Avoidance – Late Breaking News

- VHA/HAC is reorganizing in addition to continuing telework and downsizing physical space needs.
- Requires assistance to develop revised requirements.
- GSA has Regional and National resources - Cost Savings through Collaboration
 - [Return to Facilities IDIQ](#)
 - [AEI IDIQ](#)

Workplace Strategy Research

Workspace

- Space Standards
- Features & Performance
- Office Environment

Human Performance

- Internal Communication
- Organizational Growth
- Culture Improvements

Business Processes

- Performance Measures
- Staff Work Patterns

Technology

- IT Infrastructure
- IT Services
- Telecommunications

Real Estate

- Building Attributes
- Site Attributes
- Location

Supplies & Equipment

- Furniture
- Fixture & Equipment
- Support Services

The Effective Workplace *

*at the office, at home, and at other locations

Ryan Doerfler
Workplace Strategy Research

Deep (Workplace) Questions

- 1** What are we learning about the nature of work during this pandemic?
- 2** How can we more effectively create value through workplace changes?

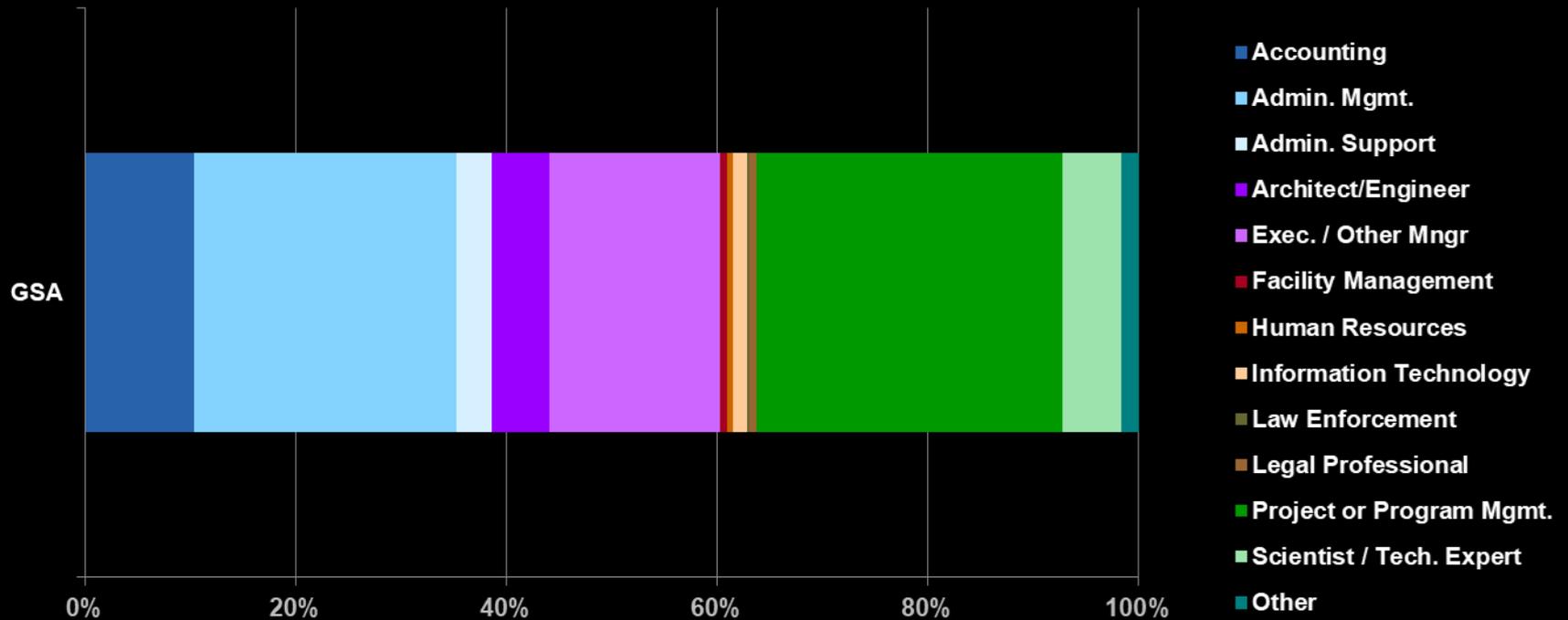
Workplace Strategy Research - Data

Solution Successes : Workplace Survey Data

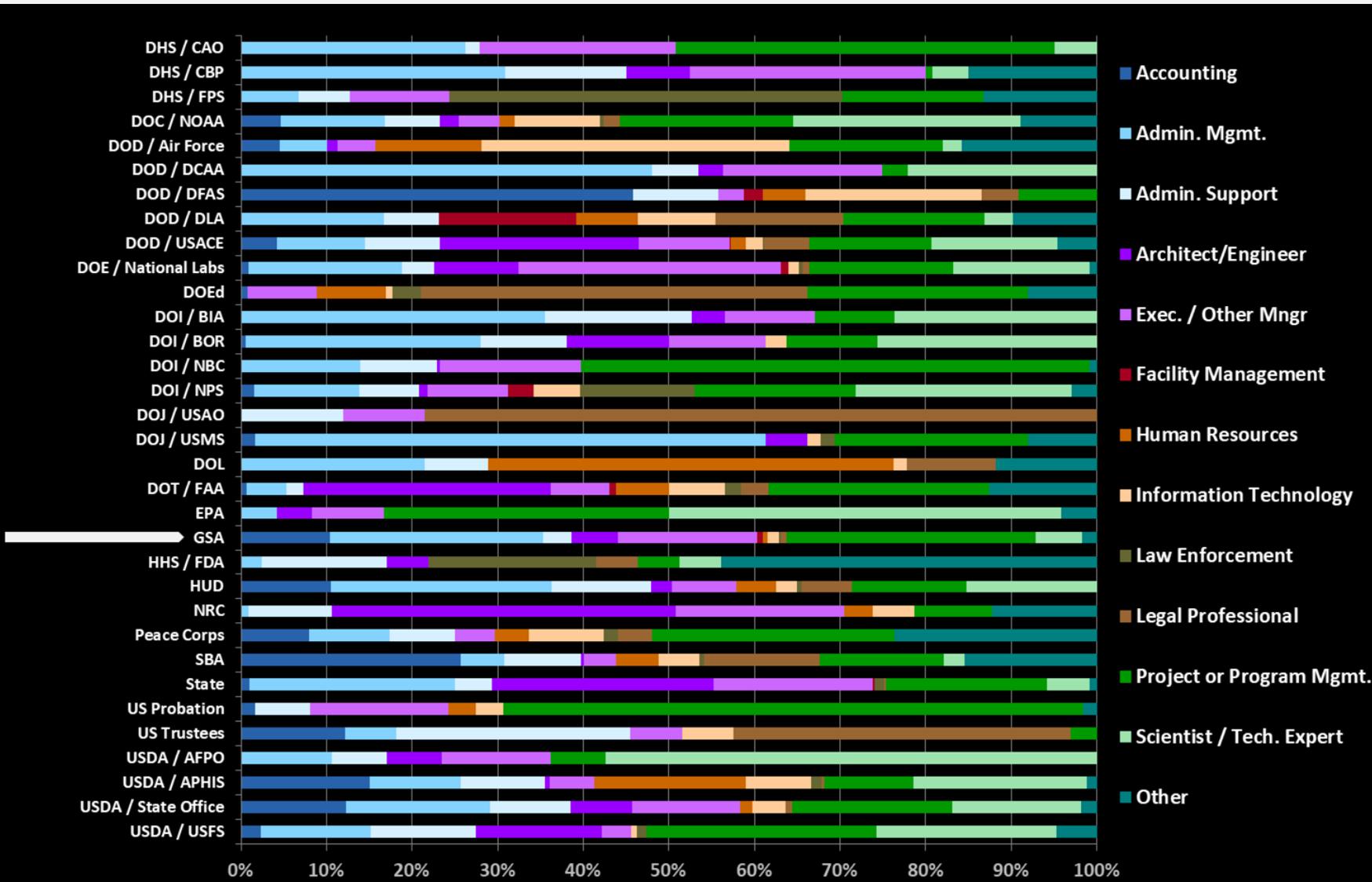
Time Frame	Since 2008
Groups	33 agencies including DHS, DOD, DOI, DOL, DOT, EPA, HHS, SBA, USDA
Uses	39 projects + 15 national engagements
Topics	Workplace Context Nature of Work Telework Drivers Group Interactions Internal Knowledge Sharing Importance/Performance of Workplace Attributes

Workplace Strategy Research – Position Types

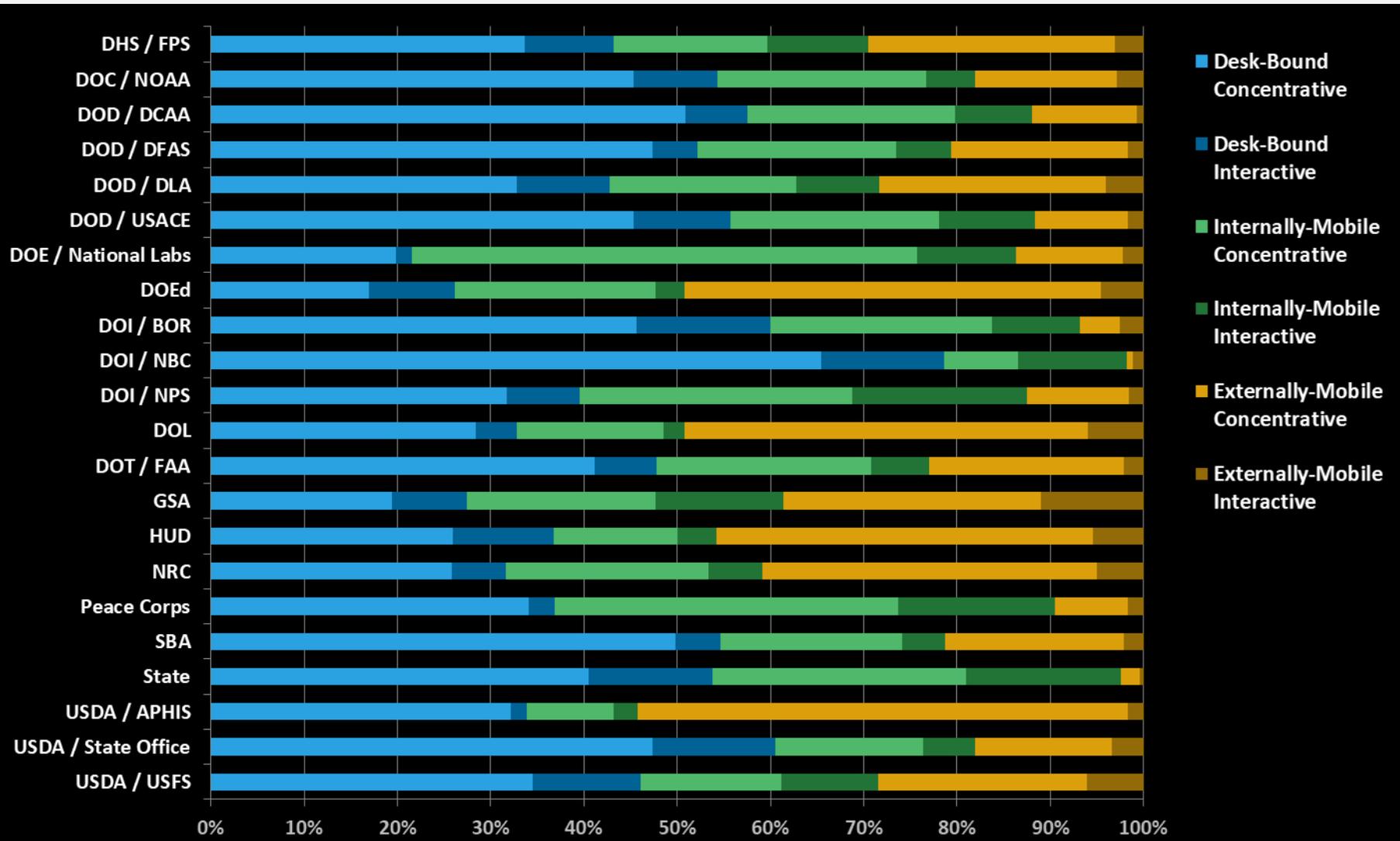
Organizational “DNA”



Workplace Strategy Research – Agency Profiles



Workplace Strategy Research – Types of Work



* agencies with > 100 responses

Workplace Strategy Research – Decisions

Data to Inform Your Agency Workplace Decisions

Pre-Pandemic Work Environment (Office)

- Workplace Context (private office, workstations, work at home)
- Nature of Work (type and specific location of activities)
- Workplace Satisfaction

Current Pandemic Work Environment (Office & WAH)

- Workplace Context (office, work at home)
- Unique Work Requirements (drivers for working in the office)
- Nature of Work (type and specific location of activities)
- Collaboration with Others
- Communication and Support of Distributed Workers

Workplace Strategy Research – Decisions con't

Data to Inform Your Agency Workplace Decisions

Post-Pandemic Work Environment (Office/Hybrid/WAH)

- Preferred Overall Work Context (office, work at home, other)
- Context Durations (days or even hours per context)
- Changes in the Nature of Work
- Preferred Collaboration (ideal settings given hybrid offerings)
- Other Factors that Impact Changes Over Time

Workplace Strategy Research - Services

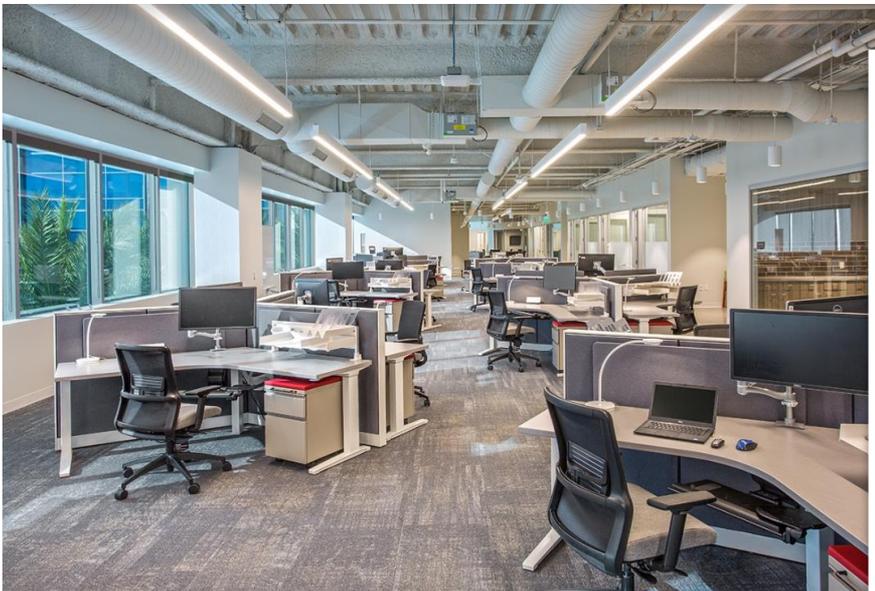
Survey Research Services

- **Available now to all client agencies**
- **Base Level of Service:**
 - Includes set-up, testing, survey administration, and analytical report
 - 8 week implementation period from when organizational data is provided
 - no cost when based on “pre-packaged” version
- **Additional Customization & Upgrade Options*:**
 - supplemental research methods, such as focus groups, to dive deeper into what the data means
 - expand topics to address variables that are critical to your organization
 - pursue a full Workplace Engagement, either national or project in scope
- **Contact the PBS Center for Workplace Strategy at workplace@gsa.gov to learn more!**

** implementation schedule dependent on options; services may require funding by client agency RWA*

Matthew Gerke FIT Program Overview

- A national funding initiative that integrates FAS and PBS resources into a new GSA service offering to help other federal agencies use their workspace more efficiently and effectively.



FIT Program Overview

Implement **effective and efficient** workstation and office standards

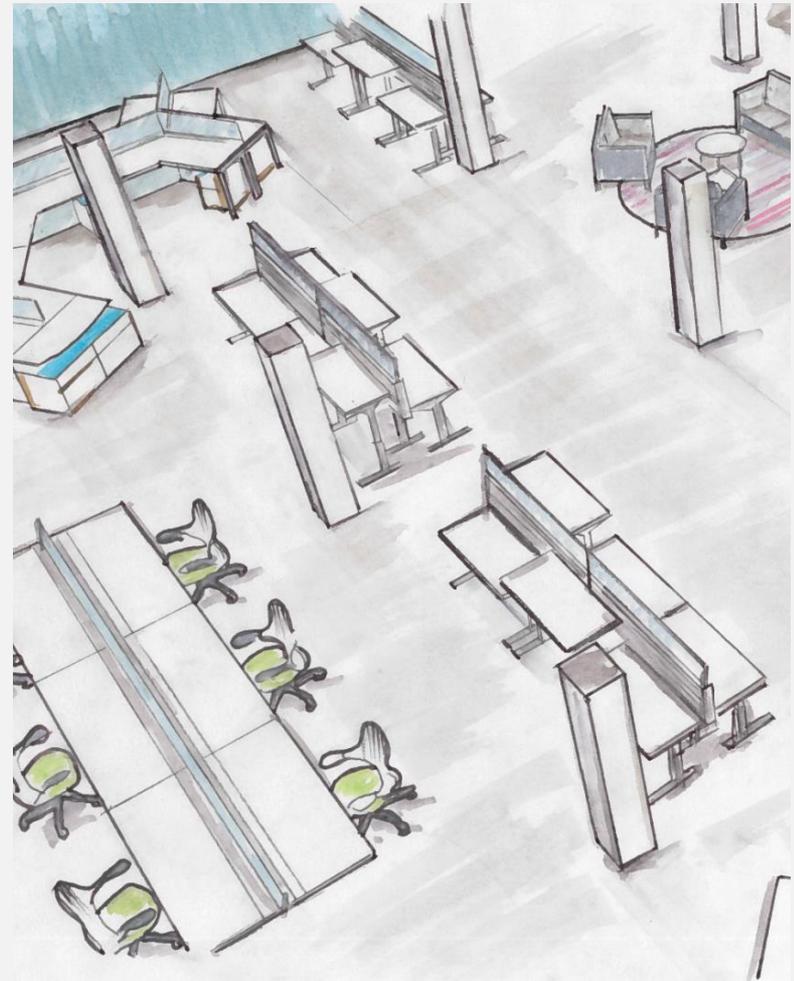
Create a place where people **want to come to work**

Adopt **modern workplace design** practices

Encourage and support **collaboration** and improve **productivity**

Reduce rent by **consolidation** and space reduction

Improve **utilization**



FIT Program Overview – Terms and Conditions



Multi-year term agreement
5-yr for furniture (& 3-yr for IT in
NCR)

Agency incurs no obligation to
keep the product

Ownership can transfer to
customer at end of the agreement

FIT Program Overview - Checklist

FIT Qualification Checklist

Six Mandatory Requirements

- **Comply** with your agency's utilization rate (UR) If none, comply with 150 UR for Office-only or 170 UR for All-in total
- Locate **private offices** and enclosed rooms on the interior as design allows
- **Maximize** natural light by specifying furniture panels no higher than 54"
- **Open workstations** must not exceed 50 SF.
- **Offices** must not exceed 150 SF. FIT Furniture can be purchased for offices not exceeding 150 SF.
- Assign a **Tenant Agency COR Level I** to perform PM and custodial activities for the 3/5 yr FIT term. Agency provides a certificate of training completion.

FIT Program Overview- Requirements

FIT - Optional Design Requirements

Minimum of Six Must be Met

Environmental Factors

- Limit private office assignments to a 1:8 ratio of private to open space
- Utilize glass walls where appropriate
- Incorporate overall acoustical treatments: sound masking & white noise. Address visual privacy

Mobility

- Offer a regular scheduled telework program
- Implement desk-sharing for employees who telework

Work Style Diversity

- Allocate space by work patterns and job duties instead of pay grade and titles to determine workstation sizes
- Create open, interactive, free-flowing space for collaboration
- Share meeting spaces by the use of a reservation system
- Offer quiet spaces, phone booths & focus rooms

FIT Program Overview - Fees

FIT Furniture Fees

FAS Fees

- FAS will apply an 8% acquisition fee to procure furniture
- Assisted Acquisition Services (AAS) will apply an 8% acquisition fee to procure IT

PBS Fees

- No current fee applied
- Design Services may be required to support FIT projects
- Reimbursement (RWA) for non-FIT design/coordination

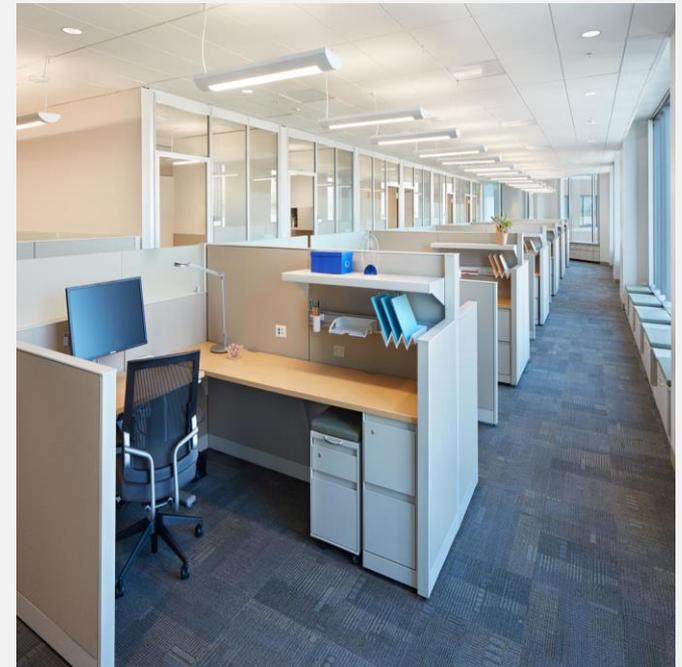
FIT Program Overview - Stats

By the Numbers

- **137** Number of projects
- **\$159,089,093.38** Total spending
- **2.5M** usf Square footage reduction
- **268 usf/p to 177 usf/p** All in UR Reduction
- **\$19,593,951** Total yearly rent reduction
- **5.65** Average payback period
- **7** Completed Asset Transfers. Several others pending

FIT - GAO Oakland

- National pilot for GAO field offices
- Goals:
 - Improve floorplan configuration
 - Better support employee work styles
- Workstation ratio
 - 54 workstations for 86 FTE's



FIT - USFS Solvang, CA



Previous USF: 10,528
New USF: 7,810
FIT Furniture Cost: \$450,000

All-In UR: 211
All-In UR: 156
Simple Payback: 2.91 years

Headcount: 50
Headcount: 50

Rental Rate: \$ 42.16
Rental Rate: \$ 37.08
Yearly Rent Savings: \$154,659



PBS Customer Forum

Navigating The New Workplace

Solution Successes

Thursday, June 10 @ 1:30 EST

- To contact your [GSA PBS National Customer Lead](#):
www.GSA.GOV/NAMS
- [2021 Virtual National Customer Forum Agenda and Registration](#):
www.GSA.GOV/PBSForums

Thank you!

